

**THE EPA NEW ENGLAND
ENVIRONMENTAL JUSTICE ACTION PLAN
FOR FISCAL YEAR 2003**

October 2002

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EXECUTIVE SUMMARY

One of EPA New England's highest and most challenging priorities is to promote environmental justice (EJ) to ensure that the citizens of Connecticut, Massachusetts, Maine, New Hampshire, Rhode Island and Vermont all enjoy an equal level of environmental protection. EPA New England acknowledges that, notwithstanding differences in race, color, national origin and income, everyone strives for a better quality of life, including a safer and healthier living environment for their family, community and future generations. EPA New England also recognizes that it must increase its involvement and attention to minority and low-income communities in its decision-making processes. Many of these communities may not have the access or resources to get their concerns addressed, even when they suffer a disproportionate impact from environmental pollution or public health concerns.

EPA defines EJ as the fair treatment and meaningful involvement of all people regardless of race, color, national origin or income, with respect to the development, implementation, and enforcement of environmental laws, regulations and policies. Fair treatment means that no group of people, including any racial, ethnic or socioeconomic group, should bear a disproportionate share of the negative environmental consequences resulting from industrial, municipal and commercial operations or the execution of federal, state, local and tribal programs and policies.

In the fall of 1999, the EPA New England Office Directors chartered an Environmental Justice Council, charged with the goal of institutionalizing EJ principles in the region's everyday program activities. In October 2001, the council finalized the EPA New England Environmental Justice Action Plan for Fiscal Years 2001 and 2002, which was made up of six independent–yet interrelated– strategies designed to institutionalize EJ in the regional office, and build stronger relationships and leveraging opportunities with external constituencies. The work outlined for each strategy was done by a subcommittee of the EJ Council and each of the six strategies –Communication, External Stakeholder Engagement, Mapping, Organizational Engagement, Training and Evaluation–was led by a Deputy Office Director. A complete evaluation of the first EPA New England EJ Action Plan, particularly on the extent to which the EJ strategies were effective in institutionalizing EJ principles in all programs and any resulting organizational culture change, will be completed during the 2003 fiscal year.

The EPA Office of Environmental Justice in Washington, D.C., required all EPA regional offices to submit similar environmental justice action plans for the 2003 fiscal year. EPA New England's new EJ Action Plan for Fiscal Year 2003 continues much of the work started under the first plan, and includes similar subcommittees. The major differences are that the Internal Organizational Engagement and Training work has been combined under one subcommittee, and a new subcommittee has been created that is responsible for the region's EJ Inventory, a desktop database of all regional EJ-related activities. EPA New England looks forward to issuing and executing this EJ Action Plan for Fiscal Year 2003, since the region's previous plan proved to be a valuable mechanism for setting the agenda and coordinating action to address environmental justice issues within the region.

CHAPTER 1 - BACKGROUND ON ENVIRONMENTAL JUSTICE

A. Regional Environmental Justice Policy

During the 1980s, EPA became concerned that some racial, ethnic, and socioeconomic groups may have been suffering from a disproportionate share of negative environmental burdens. EPA New England responded by chartering an Environmental Equity Council to help shape and carry out environmental equity efforts. In 1993, the region developed and issued the first Environmental Equity Policy in the nation. Shortly afterwards, the states of New Hampshire and Connecticut followed suit with the promulgation of the first state Environmental Equity Policies.

Since the 1980s, the concept that both federal and state governments embodied in their Environmental Equity Policies has been redefined to mean that no group of people, including any racial, ethnic, or socioeconomic group, should bear a disproportionate share of the negative environmental consequences resulting from industrial, municipal, and commercial operations or the execution of federal, state, local, and tribal programs and policies. This idea is now more commonly called Environmental Justice (EJ), and new Environmental Justice Policies have replaced those promoting Environmental Equity.

Last year, in October 2001, Regional Administrator Robert W. Varney reaffirmed EPA New England's commitment to EJ by issuing a revised EPA New England Regional Policy on Environmental Justice. This policy sets the parameters and framework against which the region developed this and prior EJ Action Plans, with specific implementation strategies designed to institutionalize EJ in daily work. The signed policy appears on the following pages.

EPA NEW ENGLAND REGIONAL POLICY ON ENVIRONMENTAL JUSTICE

Introduction: EPA New England (EPA NE) is committed to promoting and supporting Environmental Justice (EJ). EJ is the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. Fair treatment means that no group of people, including any racial, ethnic, or socioeconomic group, should bear a disproportionate share of the negative environmental consequences resulting from industrial, municipal, and commercial operations or the execution of federal, state, local, and tribal programs and policies.

EPA NE personnel shall consider questions of EJ in all Regional activities including employment, education and outreach, regulatory activities, data management, enforcement, contracts and grants, communication, and planning. In addition, within the EPA NE work planning processes, management will systematically evaluate ongoing efforts to ensure an appropriate, continuing focus on EJ and will implement procedures to address EJ issues.

Employment: EPA NE policy is to recruit, hire, promote, train, and transfer individuals of diverse backgrounds within all levels of EPA so that the composition of EPA NE reflects the diversity of the people it serves. Such a policy facilitates decision-making that reflects a broad range of experience and understanding, and takes into account diverse views and perspectives.

Education and Outreach: EPA NE policy is to foster a heightened awareness of EJ issues, both within EPA and among those most threatened by environmental risks. The Region will develop and implement EJ training, promote increased communication of EJ issues in a manner that has a measurable impact on affected communities, and provide general environmental education to targeted populations. EJ training will be mandatory for all EPA NE staff and will be part of the core curriculum for new employees joining the Region.

Regulatory Activities: EPA NE policy is to maximize the use of EPA's statutory authority and practical influence to protect public health and the environment in a manner that openly addresses EJ. Regional program managers and staff will incorporate EJ into all aspects of their work with local, state, and federal agencies, will encourage interagency cooperation with respect to EJ issues, and will provide opportunities for meaningful participation in our environmental decision-making and program implementation to all external stakeholders down to the local government and neighborhood levels.

Data Management: EPA NE will ensure that its program managers and staff have access to the information and analytical support necessary to successfully identify, evaluate, and resolve EJ issues in the Region. Our goal is to provide access to, and ensure use of, relevant information to assess and address EJ.

Enforcement: EJ principles will be among the factors considered by regional enforcement personnel in establishing enforcement priorities and targeting enforcement actions. Regional personnel will encourage the regulated community to address EJ in the settlement of enforcement cases, including the use of Supplement Environmental Projects.

Contracts and Grants: EPA NE will routinely promote and support EJ through Regional contracts and grants. Routine consideration of EJ through contracting and grant policies and procedures will significantly increase our opportunities to promote EJ outreach to contract and grant recipients.

Communication: EPA NE will improve and expand its communication effort by endeavoring to keep citizens and stakeholders, especially those in minority and low-income communities, abreast of emerging Regional and Headquarters policy. The Region recognizes the sensitivity and concern that issues such as risk assessment, risk management, and risk communication present to racial minorities and low-income communities. Towards this end, EPA NE will reach out to external constituencies, especially those in minority and low-income communities, by enhancing outreach and communication activities through the use of the internet and other more traditional communication tools.

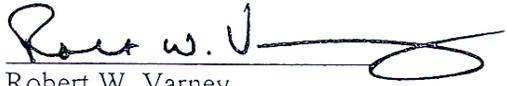
Planning: Implementation of this Environmental Justice Policy will be incorporated into the Regional Strategic Planning framework and progress will be monitored through the midyear and annual assessment process.

Review Mechanism: The Regional Administrator shall ensure that EJ issues and goals are being met through a regular review process that includes evaluation of Regional strategic planning, individual office work planning, and any other activities deemed necessary by the Regional Administrator. The Office of Civil Rights and Urban Affairs shall act as the Regional Administrator's representative in ensuring that EJ issues and goals are addressed in a timely and effective manner.

This Policy supercedes the January 16, 2001 Environmental Justice Policy and the January 12, 1993 Environmental Equity Policy, and is effective immediately.

October 1, 2001

Chapter 1 - Regional Environmental Justice Policy

A handwritten signature in black ink, appearing to read "Robert W. Varney", with a long horizontal flourish extending to the right.

Robert W. Varney
Regional Administrator

B. Organizational Infrastructure and Management Support

Since EPA New England promulgated its first Environmental Equity Policy in 1993, the region has made significant progress in its efforts to address and respond to EJ issues and concerns by making fundamental changes in the way everyday work is carried out. By taking a more proactive approach, the region fostered strong partnerships with New England citizens to identify and resolve many of the environmental concerns which most impact their quality of life and health. However, there is more EPA New England can—and must—do to bring justice to citizens who may be disproportionately affected by pollution.

To continue to build on past accomplishments, EPA New England is working to make sure that EJ considerations are factored into the environmental decisions it makes, programs it implements, and projects and initiatives it undertakes. Clearly, EPA New England staff need a keen understanding of EJ in order to connect how their work helps to ensure that all citizens in the region receive fair and equal levels of environmental protection.

EPA New England's commitment to environmental justice is evidenced by its extraordinary senior management leadership and support, especially the active ongoing participation of the Deputy Office Directors. EPA New England's commitment is further evidenced by the establishment of a regional EJ Council, charged with the responsibility of developing EJ guidance and implementation strategies to institutionalize EJ activities throughout the regional office. The EJ Council is comprised of the regional EJ Coordinator, the Deputy Office Directors and designated staff from each of the six program and administrative offices in the region, and is chaired by the Director of the Office of Civil Rights and Urban Affairs. Each Deputy Office Director and the EJ Coordinator is the lead for one or more of the subcommittees outlined in this document: Communication, Internal Organizational Engagement and Training, External Stakeholder Engagement, Inventory, Mapping and Program Evaluation.

The EPA New England EJ Coordinator is responsible for overseeing the implementation of the regional EJ Action Plan and managing the regional EJ Program. The EJ Coordinator ensures the coordinated implementation of environmental justice into the region's day-to-day activities by providing guidance, advice, training and support to managers and staff. The EJ Coordinator is responsible for the administration and monitoring of both the EJ Small Grants and EJ Through Pollution Prevention Grants programs. The EJ Coordinator defines responsibilities and accountability mechanisms as a basis for measuring progress in meeting regional environmental justice objectives as put forth in the EJ Action Plan and ensures recognition of successes on a regional and national level. The EJ Coordinator maintains and enhances the flow of communications about EJ activities within the region, and between the region and EPA headquarters. The EJ Coordinator serves as a catalyst for promoting collaboration between the regional office and outside constituencies including state, local and tribal government authorities and community groups.

The regional EJ Coordinator also serves as Team Leader for staff working on Environmental Justice, including one full-time EJ Specialist and several interns. Some of the day-to-day activities of the EJ Team include coordinating the development of the EJ Action Plan and

tracking its implementation; overseeing data collection activities for the EJ Inventory, a database that stores information about all regional EJ-related activities; coordinating EJ Council meetings, agendas, minutes, etc.; producing and distributing *EJ News*, a quarterly publication of the regional EJ Council that is distributed to a mixed internal and external audience; and responding to internal and external inquiries, including allegations of environmental injustice. Additionally, the EJ Team prepares reports, as requested, and maintains a presence at related regional office and program meetings. Lastly, the EJ Team has the ongoing responsibility of communicating with external state, tribal and community contacts to share information on EPA New England's EJ activities and keep abreast of their EJ-related activities.

In addition, a well-established Urban Environmental Program (UEP) team continues to lead the region in, and serve as a national model for, stakeholder participation, community involvement and capacity building. Many, if not all, of the issues the UEP team is involved with are New England-wide environmental justice issues. Many of the lessons learned and best practices that have been identified through the UEP since it began in 1995 are transferable to other environmental justice areas of concern, including rural and low-income communities. One particularly successful example of UEP's work is the regional listening session model, which has proven to be an effective approach for stakeholder involvement.

Lastly, during the 2003 fiscal year, EPA New England will continue to implement the procedures it initiated in 2002 to link environmental justice goals with the region's strategic planning process (refer to page 17 for a detailed account of how EJ is being incorporated into strategic planning, including integration into specific programmatic areas and functions). Ensuring that EJ is included as a priority as the region carries out its strategic and operational planning is the best way to align with the Government Performance and Results Act. The region's management strongly believes, however, that this operational step to incorporate environmental justice into the priority setting process is a short-term measure. For the long term, the successful implementation of the region's yearly EJ Action Plans is key to achieving the goal of institutionalizing EJ into the day-to-day work of the organization. When EJ is no longer a program to be implemented—but rather a way of doing business—there will no longer be a need to build processes to ensure that alignment is achieved. Instead, alignment will occur every day as staff conduct inspections, write permits and develop Performance Partnership Agreements, among other things, with environmental justice principles in mind.

The management at EPA New England has demonstrated its commitment to environmental justice through the resources it has made available to support these efforts. The following table includes staff and management time, expressed in work years as full time employee (FTE) equivalents, devoted to carrying out EJ-related activities. The EJ Council chose to present staff resources dedicated to EJ in this format rather than breaking it down at the activity level within the detailed work plans contained later in this document. Aggregating resources in such a table provides a better picture of resource deployment than presenting these resources as fractions of FTEs to carry out specific activities.

Description of EJ-related activity	Allocation (in FTEs)
EJ staff time within the Office of Civil Rights and Urban Affairs	4.0
EJ Small Grants management	0.5
EJ Council–Deputy Office Directors and staff (for Council meetings only)	0.2
EJ Council Subcommittees Communication Internal Organizational Engagement External Stakeholder Engagement Inventory Mapping Evaluation	3.15 0.5 1.25 0.7 0.4 0.5 0.2
GIS staff time to support EJ (unrelated to mapping tool roll-out)	0.25
Staff time to support EJ training	0.1
Staff time to participate in EJ training	3.5
Ongoing EJ-related learning opportunities (i.e., Urban Environmental Program Breakfasts and EJ Lunch and Learns)	0.25
Science of EJ workshop (planning and implementation)	0.3
TOTAL	12.65

The total regional staff support for environmental justice activities at EPA New England is approximately equivalent to 12.65 FTEs.

C. Other Resources

While EPA New England receives little dedicated funding for its EJ Program, the regional office has secured funding for a variety of environmental justice-related activities, supports several programs/initiatives for which environmental justice is considered a funding priority and has effectively leveraged other programmatic activities to further EJ goals. For example, EPA New England has tentatively been approved funding from the Office of Research and Development to conduct a two-day workshop about the science of environmental justice. Technical experts from across the country will present and discuss information on critical environmental and public health issues facing areas of environmental justice concern in urban, suburban, rural and tribal communities. The main goal of the workshop is to discuss the scientific needs and applications to address and resolve environmental and public health risks that urban, suburban, rural and tribal communities face every day from the cumulative impacts of air toxics, contaminated rivers and wetlands, lead poisoning, sprawl, indoor air quality, vacant land and lack of open and green space, among others.

To support mandatory EJ training of all EPA New England employees that began in March, the Regional Administrator, Robert W. Varney, has allocated \$10,000 from his environmental priorities fund to conduct the EJ site tours. These tours are typically run by a partnering community group, and the money is used to offset staff time and other associated costs.

The region also supports several grant programs for which environmental justice is considered a funding priority, including the Environmental Justice Small Grants, the Urban Environmental Community Grants and the new Healthy Urban Communities Grants programs. EPA New England's Urban Environmental, Smart Growth and Children's Health Programs jointly issued a Request for Proposals for the first round of the Healthy Urban Communities Grants this year. This competitive grant program was funded by the Regional Geographic Initiative, the Office of Radiation and Indoor Air, the Office of Children's Health Protection and the Office of Prevention, Pesticides and Toxic Substances.

Additional resources are provided by the national Office of Environmental Justice and the Environmental Careers Organization which allow EPA New England to employ student interns working on numerous of environmental justice-related activities during the summer months and beyond. These interns are critical to the success of the region's EJ effort.

Lastly, where appropriate, the region assigns a high priority to incorporating environmental justice-related activities into Supplemental Environmental Projects it negotiates with the regulated community through enforcement and, in doing so, has secured significant EJ-related benefits. For example, a recent enforcement action against Waste Management, Inc., a Boston trash-hauler, for illegally crushing refrigerators and air conditioners in its hydraulic packer trucks, resulted in the company agreeing to fund \$2.6 million worth of projects that will benefit inner-city communities in Boston—in addition to paying a \$775,000 civil penalty. About \$1.2 million will be used to remediate a polluted plot of waterfront property along the Chelsea Creek in East Boston and the remaining \$1.4 million will be used to provide pollution control

Chapter 1 - Other Resources

equipment to retrofit 150 school buses that service some of the inner-city neighborhoods of Boston with the highest asthma rates.

D. Environmental Justice Assessment

EPA New England is committed to ensuring fair and equitable environmental protection for all citizens of the region, regardless of race, color, national origin or income. EPA New England has established the following process for assessing and addressing a community's concerns if an allegation of environmental injustice is raised. The process, utilizing existing EPA New England resources, consists of a six-step approach which will be managed by the regional EJ Coordinator, with the assistance of the regional EJ Council. Note that the approach may be concluded after any step, if the EJ Coordinator and a team of regional experts on the particular environmental issue(s) raised has completed their evaluation, consulted with the EJ Council and concluded that no further work is necessary.

Step 1. Initial fact finding. The EJ Coordinator will compile all the pertinent information available about the particular environmental issue raised by the community; information about the community of concern, including key community leaders, political structure of the community, etc.; information about EPA activity in the community, such as funding, resources, enforcement, compliance assistance, Superfund cleanup, etc.; information about health indicators, social and demographic indicators, environmental indicators such as baseline air quality, water quality, soil or sediment contamination, drinking water, volatile organic compounds, air toxics, etc. The EJ Coordinator will work with the major regional program offices, and state and local counterparts to assemble the data needed in the initial fact finding step. The EJ Council will be consulted in developing and reviewing this information and will give direction in proceeding to Step 2.

Step 2. Site tour of the community. The regional EJ Coordinator will assemble a team of EPA regional experts on the particular environmental issue(s) that are raised. This group will be considered the Regional Assessment Team. The EJ Coordinator will collaborate with key community leaders or stakeholders and conduct a site tour of the area and community in question with as many members of the Regional Assessment Team as possible. The purpose of this tour is twofold: to get the community's perspective on the potential problem and educate EPA staff on real world issues faced by the community.

Step 3. Further fact finding by regional office. The Office Directors will be briefed at this step to commit resources for this effort. This step will include the development of detailed GIS maps of the potential area of EJ concern, using the regionally approved EJ mapping methodology which provides information on a census block group level. The EJ Coordinator will also coordinate with local and state environmental and public health agencies to further assess the situation. The important federal, state and local governmental bodies that can best assist the community in solving their problem or concern will be determined.

Step 4. Assessment planning. If EPA New England is established as a primary decision-maker who can assist the community, the Office of Civil Rights and Urban Affairs will coordinate with the program Offices in the region in developing an environmental justice assessment. This assessment will address the major environmental and public health issues identified by the Regional Assessment Team.

Step 5. Assessment implementation. A time line will be developed for the environmental justice assessment, and the EJ Council and senior management will be apprized of the progress of the progress.

Step 6. Decision-making. The environmental justice assessment will be completed and distributed for review and action by regional program offices. The Regional Administrator consulted in the final decision-making process.

Information resources that will be utilized:

- (1) Regional EJ mapping methodology
- (2) All pertinent environmental databases and the National Environmental Justice Toolkit will be utilized as a major resource in guiding the assessment.

CHAPTER 2 - ENVIRONMENTAL JUSTICE ACTION PLAN

A. Communication

EPA New England's Environmental Justice Council recognizes that good communication is vital to the goal of institutionalizing environmental justice throughout the region, both internally—among program offices and staff— and externally—among other federal agencies, state and local government offices, tribal governments, community-based organizations and academia. To reach such a wide audience, the goal of EPA New England's Communication activities is to use a combination of media, including the internet, intranet and a traditional newsletter, to share EJ-related information, best practices and lessons learned.

- The existing EPA New England EJ Program internet site will be continually enhanced by adding links to related sites and increasing content regarding EPA policies, guidance and supporting information, as well as specific EJ programs and contacts. The site, which will continue to be updated quarterly, can be accessed at <http://www.epa.gov/region1/steward/ejprog/index.html>.
- The EPA New England EJ intranet site, located within the Office of the Regional Administrator pages, is used to provide staff access to environmental justice resources specifically available to them. These include the EJ Action Plan, instructions on accessing and inputting data into the EJ Inventory, environmental justice mapping guidance and resources, and program-specific functional guidance documents (as they become available). The site can be accessed at <http://r1intra1.r1.epa.gov:9876/ora/EJ/EJnews.htm>.
- EPA New England will continue publishing *EJ News*, a quarterly publication of the regional EJ Council that is distributed to all staff in the region and about 350 external partners, including community-based organizations, health services groups, academic institutions and individuals on EPA New England's EJ mailing list. Both electronic and hard copy versions of the newsletter are distributed, since this is key to reaching many of the region's most important stakeholders—especially people in minority and low-income communities— that may not have internet access. To date, three newsletters have been issued and the feedback has been overwhelmingly positive. Past issues of the newsletter can be accessed on the EJ Program internet site, and individuals or organizations can subscribe to the newsletter by contacting Davina Wysin or Kathleen Castagna at 617-918-1020 or 617-918-1429, respectively.
- During the 2003 Fiscal Year, the EJ Council intends to investigate the possibility of adding a list service to the EJ Program internet site. A list service can provide an easy method to exchange information quickly among stakeholders via the internet. It would incorporate public discussion groups, posting of messages, message digests and message archives. The list service will be developed

assuming satisfactory piloting of its information exchange capabilities.

The long term viability of the website and the newsletter will be one of the EJ Council's highest priorities because of the potential for these sources to reach such wide audiences. Effective communication is essential for the success of many other parts of this action plan, and more specific communication goals have been included in each of the other five detailed strategies.

COMMUNICATION GOAL: To effectively convey information about EJ issues, policies, programs and results to the widest audience possible, including the public, state , local and tribal governments, and EPA staff.

Strategies	Activities	Duration/ Due Date	Performance Measures	Lead Contact
1. Maintain EJ internet site	1a. Update website 1b. Update website 1c. Update website 1d. Update website 1e. Add subscriber (e-mail address) option on website 1f. Add text version option for quarterly newsletter 1g. Update links to OECA EJ site 1h. Add a “frequently asked questions” (FAQs) page to website	1a. 10/30/02 1b. 01/30/03 1c. 04/30/03 1d. 07/30/03 1e. 12/31/02 1f. 12/31/02 1g. 10/31/02 1h. 03/31/03	1a-d. Number of website hits 1e. Number of new subscribers 1f. Number of website hits 1g. Working links 1h. # of website hits, # of new questions or FAQs added	E. Davis
2. Maintain EJ intranet site	2a. Remove previous EJ News links and add one link to the EJ internet site for all EJ newsletters 2b. Add individual functional guidance documents as they are finalized (eventually the pieces will be replaced by the comprehensive guidance document) 2c. Add instructions and information on the EJ Inventory	2a. 10/31/02 2b. 01/01/03 2c. 10/31/02	2a-c. Actions completed and number of hits.	D. Wysin

Strategies	Activities	Duration/ Due Date	Performance Measures	Lead Contact
3. Publish quarterly EJ newsletter	3a. Publish 4 th edition 3b. Publish 5 th edition 3c. Publish 6 th edition 3d. Publish 7 th edition	3a. 10/30/02 3b. 01/30/03 3c. 04/30/03 3d. 07/30/03	3a-d. Newsletters completed and the number of current and additional subscribers added during the year	D. Wysin
4. Explore the possibility of piloting a list service discussion page	4a. Meet and discuss possibilities with regional web services group 4b. Discuss resource requirements with Council 4c. Seek approval from Council 4d. Roll out list service with broad publicity campaign, in conjunction with other regional EJ activities	4a. 12/30/02 4b-c. 02/28/03 4d-e. To be determined	4a-d. List service established or decision made to not to proceed.	M. Barry
5. Evaluate communication activities	5a. Collection of data to evaluate communication activities from fiscal years 2001-2002 5b. Production of an evaluation report for fiscal years 2001-2002 5c. Identification of measures to evaluate communication activities for fiscal year 2003	5a. 11/01/02 5b. 01/02/03 5c. 01/01/03	5a-b. Data collected and report produced 5c. List of measures	S. Chin

B. Internal Organizational Engagement and Training

EPA New England's Internal Organizational Engagement activities are designed around two goals:

- (1) To ensure that each of the region's program and administrative offices considers EJ in its strategic and operational planning efforts; and
- (2) To ensure that the staff and managers in each office understand the concept of EJ and how, through their work or through their interactions with others, they can have an impact on EJ.

To attain the first goal of ensuring that EJ is considered during strategic and operational planning, EPA New England has several mechanisms of engaging its offices and programs in consistent constructive dialogue around EJ. The most effective mechanisms for cross-office communication are those which provide for consistent dialogue on an ongoing and predictable basis. Towards that end, the mechanisms in place at EPA New England are routine and have been built into planning and operational protocols, and include:

- Bi-weekly meetings of the regional Environmental Justice Council, whose membership includes the regional EJ coordinator and the Deputy Office Directors and staff from each of the six program and administrative offices in the region, and is chaired by the Director of the Office of Civil Rights and Urban affairs. Strategic and operational planning around environmental justice is carried out through the council, ensuring full engagement by all regional program and administrative offices.
- Ensuring EJ is on the agenda for weekly Deputy Office Directors' meeting at least quarterly and, during periods of high activity (i.e., when the region rolls out the action plan or training sessions), it is a standing agenda item. The Deputy Office Directors, under the direction of the Director of the Office of Civil Rights and Urban Affairs, are held accountable for institutionalizing environmental justice principles throughout the region, thereby ensuring that frequent EJ-related discussions take place among top management.
- Each Deputy Office Director has been assigned to represent EJ on one of the region's strategic goal teams. These goal teams represent multiple offices and, through the deputies' participation on them, a forum has been created for dialogue around environmental justice during the regional strategic planning process.

To meet the second goal of ensuring that all staff understand EJ and its relationship to their work, all EPA New England employees are required to attend EJ training, will be receiving programmatic guidance on how to address EJ in the work they do and will be encouraged to attend, and engage in, various EJ-related learning events.

EPA New England employees are being trained in EJ in order to acquaint or re-acquaint them with the legal and policy framework of EJ, provide them with some case studies of EJ issues involving EPA, and provide them with tools to analyze situations to determine if there are EJ

concerns and, if so, to resolve or mitigate them. EPA New England staff were major contributors to the EJ Training Collaborative and, in March of this year, the region began environmental justice training based on the various modules developed through the collaborative. The Regional Administrator mandated the EJ training for all staff, and approximately 200 employees have been trained as of the end of September 2002. In addition, a small number of seats at each training are reserved for tribal representatives, state staff and community/industry representatives, whose participation enriches the learning experience and provides EPA staff with other stakeholder perspectives.

The original training program consisted of a one-day EJ Awareness course for staff with a primarily internal focus (whose positions may not directly impact EJ), and a more intense three-day EJ Fundamental course for staff with a primarily external focus (who may have a more direct impact on environmental justice). Subsequent evaluation of the course after conducting several one-day and three-day training sessions, revealed the need to make the training more region-specific and better aligned with the EPA New England EJ Action Plan and the national EJ Toolkit. As a result, the region redesigned the training to offer only a one-and-a-half-day course that meets the need for some national consistency while maintaining regional flexibility.

The new curriculum was piloted in September 2002, and it was decided that all staff that remains to be trained will receive the modified course, which includes one day of classroom instruction and a half-day tour of a potential EJ area of concern, typically led by a partnering community-based organization. While the logistics of conducting 15 tours over the next year is daunting, the training feedback indicates that getting out into the community is the best way for staff to make the connection between the principles of environmental justice and the work of the region.

Mandatory training for all EPA New England staff on an expedited basis is no small feat and will require considerable time and effort by the most senior, talented and knowledgeable staff. Ten employees have been identified to serve as EJ trainers, and a separate small team has been formed to coordinate the tours and other EJ-related learning activities.

An EJ Program Guidance Manual is also being developed to supplement the EJ training described above by highlighting some program-specific considerations that identify how staff can have an impact on EJ in their daily work. The manual will contain eight separate guidance pieces covering program authorization and delegation; grants; contracts; inspection, enforcement and assistance; permitting; performance partnership agreements; waste site cleanup, emergency response and Brownfields; and public involvement. Training on the guidance will take place in conjunction with the manual's release in the beginning of 2003.

One piece of the guidance manual that has already been completed outlines how to incorporate environmental justice into Performance Partnership Agreements (PPAs) between the states and EPA. The goal of this guidance is to use the PPA process to strengthen the coordination and effectiveness of state and EPA environmental justice efforts. As part of the annual, bi-annual, or tri-annual PPA development process, EPA New England will initiate discussions with each state

to identify which EJ-related goals and activities might be most appropriate for inclusion in the PPA. It is expected that the PPA provisions will reflect the needs, goals, resources and EJ concerns of the individual states and EPA. As a starting point for this discussion, the state's and EPA's EJ concerns and goals should be discussed, and strategies, provisions, programs and activities (examples of which are included in the guidance) should be considered. The EPA State Directors should be the primary EPA contact, responsible for initiating and coordinating these discussions beginning with the PPAs for Federal Fiscal Year 2003. The regional EJ Coordinator will serve as a resource to assist in these discussions. As each PPA is signed, the EJ Coordinator, with the assistance of the State Director, will inventory EJ related information in the PPA. Twice annually this compiled information will be distributed to the EPA State Directors, the regional EJ Council and the Regional Administrator. With this guidance, EPA New England renews its commitment to incorporate EJ principles into its work with states and will continue to work with its state partners to use the performance partnership effort as a way to strengthen both EPA and state capacity in the EJ arena.

Aside from providing training and guidance materials, the EJ Council has developed several mechanisms to promote shared learning among EPA New England staff, including:

- Inviting external stakeholders to speak at the region, which has consistently proven to be one of the best ways to expand the office's environmental justice knowledge base, share information and successes, connect staff with external partners and allow external partners to connect with us. The region's Urban Environmental Program has hosted several successful efforts of this type, and the Council makes every effort to support staff attendance at these events. The region's Environmental Justice Small Grant recipients are also invited to the regional office annually to present their work.
- Inviting regional employees to showcase their EJ-related work during biweekly EJ Council meetings. An agenda item for many, with a goal of every, of the bi-weekly EJ Council meetings is the presentation of an EJ success story by the program staff who carried it out. The responsibility for presenting is rotated among each office. These presentations often provide great material for feature articles in the quarterly *EJ News*.

Lastly, several broader communication tools outlined in other sections of the Action Plan are important elements of cross-office communication. These include the EJ Program internet and intranet pages, the EJ newsletter and the EJ Inventory (refer to page 13 for more detailed information about these tools). The EJ Council ensures that all of this media is promoted, and material is regularly solicited from each office for inclusion.

INTERNAL ORGANIZATIONAL ENGAGEMENT AND TRAINING GOALS: To ensure that each office considers EJ in its strategic and operational planning efforts; and to ensure that the staff and managers in each office understand the concept of EJ and how, through their work or through their interactions with others, they can have an impact on EJ.

Strategies	Activities	Duration/ Due Date	Performance Measures	Lead Contact
1. Incorporate EJ into the strategic planning process	1a. Participate in the strategic goals midyear review process to help establish priorities for next fiscal year 1b. Participate in beginning of fiscal year strategic goal process to evaluate and refine the strategic plan for the year	1a. 06/15/03 1b. 10/31/03	1a-b. Number and nature of EJ-related activities in regional strategic plan	J. Younger, Office Directors
2. Establish accountability for incorporating EJ into operational planning through Diversity Critical Job Element (CJE) for Deputy Office Directors	2a. Present draft CJE measures to the EJ Council 2b. Develop final CJE measures 2c. Incorporate final measures into Diversity CJE	2a. 11/1/02 2b. 12/1/02 2c. 01/1/03	2a-c. Diversity CJE's incorporated	G. Levy

Strategies	Activities	Duration/ Due Date	Performance Measures	Lead Contact
3. Conduct EJ Awareness Training	<p>3a. Regularly scheduled one-day classroom training sessions coupled with an EJ-related site tour conducted throughout 2003 fiscal year</p> <p>3b. Offer continuing EJ educational opportunities (e.g., UEP Breakfasts, Lunch and Learn sessions, etc.)</p>	3a-b. 09/30/03	<p>3a. Numbers of training sessions/tours held and staff trained. Also evaluate whether staff reported having a better understanding of EJ principles after training</p> <p>3b. Number of Staff who attend events</p>	K. Castagna
4. Develop and issue EJ programmatic guidance manual covering eight function-specific areas	<p>4a. Develop guidance, prepare manual</p> <p>4b. Conduct/complete training on each function-specific area</p>	<p>4a. 1/1/03</p> <p>4b. 4/1/03</p>	<p>4a. Number of guidance manuals developed</p> <p>4b. Numbers of training session held and staff trained</p>	Deputy Office Directors

Strategies	Activities	Duration/ Due Date	Performance Measures	Lead Contact
5. Evaluation	5a. Collection of data to evaluate internal organizational activities from fiscal years 2001-2002 5b. Production of an evaluation report for fiscal years 2001-2002 5c. Identification of measures to evaluate internal organizational activities for fiscal year 2003	5a. 11/01/02 5b. 01/02/03 5c. 01/01/03	5a-b. Data collected and report produced 5c. List of measures	G. Levy

C. External Stakeholder Engagement

The primary goal of the EJ Council External Engagement Subcommittee is to educate and change behavior and actions to ensure that environmental justice is an integral part of EPA New England's external partners' roles and responsibilities. EPA New England maintains that the key to achieving this goal is to remain actively involved with external stakeholders, and the region has proactively approached environmental justice-related work for a number of years. EPA New England values input from external stakeholders because it enables the region's program offices to more readily identify environmental issues and target resources to address them. To build on past success, the region will continue to use this proactive approach to ensure meaningful stakeholder involvement.

As an active partner in community capacity-building, the region has maintained a presence during the emergence of external EJ networks and. Successful external statewide community-based EJ networks exist in Massachusetts and Connecticut, and the Northeast Environmental Justice Network has a number of members from other states in New England. EPA New England regularly has representatives attend major functions of these statewide and regional community coalitions. Since as early as 1993, the region has focused on building partnerships and assisting with the learning, growth and development of many of the groups mentioned above because EPA New England recognized the fact that partnerships and information-sharing with community groups and other federal, state and local agencies are key to identifying and resolving many EJ issues.

EPA New England has also established an Environmental Justice/Title VI Workgroup that is composed of representatives of the six regional state Environmental Commissioners. This is a unique forum that provides for a productive dialogue between EPA and regional state partners about current issues and updates in the promotion of environmental justice principles in environmental regulatory work. The workgroup meets on a semi-annual and as needed basis, and exchanges information on EJ best practices, EJ-related policies and legislation at the local, state and federal levels, EJ training, EJ mapping, use of Alternative Dispute Resolution and many other topics of interest to the participants. This workgroup enhances the important relationship with state partners and promotes the incorporation principles in both state and EPA programs.

During the 2003 fiscal year, the region will continue executing external engagement activities that carried over from its previous Action Plan—including hosting two community listening sessions, with one to be held in a rural setting. The Urban Environmental Program (UEP) which has a focus on community-based environmental work in urban neighborhoods throughout New England will continue to utilize training, workshops and other forums to solicit input from stakeholders in urban areas. The UEP approach to external stakeholder involvement, community capacity-building and partnerships is transferable to other EPA New England outreach efforts. The External Engagement Subcommittee, UEP staff and the regional EJ Coordinator will continue to assist other offices in developing methods to engage stakeholders in meaningful dialogue.

The EJ Council's External Engagement Subcommittee will also focus on strengthening its

relationship with tribes throughout the region. Much of this will be achieved through better coordination and collaboration between the EPA New England's EJ and Tribal Programs. One major activity planned for this fiscal year is to host a two-day workshop entitled "The Science of Environmental Justice in Urban, Suburban, Rural and Tribal Communities." The conference workshop is expected to draw about 200 participants, including many tribal members from New England and other regions. EPA Region 10 has agreed to help with the planning and logistics of this workshop because of their expertise on tribal issues.

EPA New England is organized to respond to information regarding potential EJ issues from external and internal sources including regional employees, community sources, other agencies, stakeholder meetings, tips and/or complaints, reconnaissance efforts (which include personal interviews), community forums and others. The Deputy Directors and office designees on the EJ Council actively keep abreast of EJ issues identified through their respective office's work with external stakeholders. Additionally there are many other managers and staff throughout EPA New England that routinely deal with regional environmental justice information, concerns and requests from external stakeholders during their daily program activities.

EPA New England believes that there is no substitute for regular, sustained contact with communities throughout the region to directly observe existing conditions and respond to situations. The region deploys many different techniques to identify stakeholders with environmental justice concerns—from tracking hot issues through news clips and enhanced GIS mapping, to creating a sophisticated community profile of critical data that characterizes a community's demographic information, environmental stressors and, most importantly, its key stakeholders. The community profile is also useful if there is a need for an EJ assessment (refer to page 11).

The region's work over the past many years on environmental justice issues has shown that EPA's credibility can only be established if the organization is viewed as a partner that is dedicated to effective collaboration and strong partnerships. EPA New England seeks to ensure that stakeholders maintain a prominent role in the decisions affecting their health and environment. EPA New England staff will continue to build upon past success to work in partnership with impacted stakeholders, and implement agreed-upon action items that result from external forums, workshops, listening sessions, etc.

EPA New England has achieved measurable progress in producing multi-lingual education and outreach campaigns in English and Spanish to address a variety of topics. For example, a Spanish language auto industry compliance assistance package was mailed out during August 2002 to more than 40 auto body shops in Lawrence, Massachusetts, a working-class community with 59.7 percent of residents identifying themselves as Hispanic or Latino. The EJ Small Grants Guidance, which is published in both English and Spanish by the national Office of Environmental Justice, is also a valuable resource for Spanish-speaking constituencies. However, the region has been less successful meeting other language needs on a broad scale (i.e., Vietnamese, Laotian, Hmong, Chinese, Cambodian, Portuguese, etc.). An exception to this

is the

Superfund program, which has greater flexibility in resources to respond to multi-lingual needs on a site-specific basis. Recently, EPA New England has found that multi-lingual efforts are most effective when done in partnership with local community non-profit organizations—which often have their own translators and facilitators. When community partners cannot fulfill this role, EPA New England has turned to the diversity within the organization to tap into staff with foreign language skills to meet translation needs as they arise.

Again, several broader communication tools outlined in other sections of the Action Plan are important elements of communication with external partners, including sharing best practices and lessons learned. These include the EJ Program internet and intranet pages and the EJ newsletter and the EJ Inventory (refer to page 13 for more detailed information about these tools). The EJ Council makes sure all of this media is reaches its external EJ stakeholders.

EXTERNAL STAKEHOLDER ENGAGEMENT GOAL: To educate and change behavior and actions to ensure that environmental justice is an integral part of the region’s external partners’ roles and responsibilities.

Strategies	Activities	Duration/ Due Date	Performance Measures	Lead Contact
1. Examine 2002 EJ Inventory	1a. Identify appropriate external engagement opportunities and action items for carryover into 2003 fiscal year, and update EJ Council on suggested action items 1b. Determine next steps and complete action items	1a. 11/30/02 1b. 09/30/03	1a. List of proposed action items 1b. Actions completed and reported in 2003 EJ Inventory	L. Adams
2. Build/enhance partnerships with regional state environmental agencies	2a. Continue to discuss EJ issues with EPA/State Title VI Workgroup and identify action items for carryover during 2003 fiscal year 2b. Enhance existing EPA/state cooperative efforts to incorporate EJ issues and identify work for 2004 fiscal year 2c. Assist the Massachusetts Executive Office of Environmental Affairs in implementing its state EJ policy	2a. 11/30/02 2b. 07/01/03 2c. 09/30/03	2a. Quarterly meetings held 2b-c. Number and nature of new state EJ commitments	J. Younger, P. Hill

Strategies	Activities	Duration/ Due Date	Performance Measures	Lead Contact
4. Build/enhance partnerships with selected federal agencies	4a. Continue strengthening partnership with the Department of Housing and Urban Development in 2003 fiscal year to address EJ issues (e.g., fund lead remediation) 4b. Identify other key federal agencies and contacts 4c. Design EJ roundtable to be held with selected federal partners in 2004 fiscal year	4a. 09/01/03 4b. 12/02/03 4c. 09/30/03	4a. New HUD commitments to address EJ issues 4b. Number of federal contacts 4c. Roundtable scoped, number of expected participants	J. Younger, L. Adams
5. Build/enhance partnerships with state public health agencies	5a. Communicate with state Public Health Commissioners, state Boards of Health and the U.S. Department of Health and Human Services to gain buy-in and invite participation in a roundtable to meet/discuss partnering opportunities, and identify common goals and past accomplishments in addressing EJ concerns (lead, asthma, etc.) 5b. Plan roundtable with key public health contacts to be held in 2004 fiscal year	5a. 07/01/03 5b. 12/30/03	5a. Public health partners contacted 5b. Roundtable scoped, number of expected participants	L. Adams

Strategies	Activities	Duration/ Due Date	Performance Measures	Lead Contact
<p>6. Conduct regional Science of EJ Workshop</p>	<p>6a. Scope details of workshop that will bring together technical experts, persons from academia, community leaders and tribal partners for a forum on critical environmental and public health issues (asthma, impact of air toxins, dioxin, contaminated rivers, indoor air quality, etc.) that effect EJ communities in urban, suburban, rural and tribal areas 6b. Hold workshop. Discuss tools, innovative pilot efforts and scientific progress to target the needs of potential areas of EJ concern; highlight work done by EPA New England, urban communities and academic partners in East Boston and Chelsea; and use interactive discussions, presentations, and brainstorming sessions determine next steps to address environmental and public health problems 6c. Evaluate workshop and identify action items to carry over in 2004</p>	<p>6a.-b. 06/30/03 . 6c. 09/30/03</p>	<p>6a-b. Workshop held, number of participants, workshop proceedings and evidence of improved processes 6b. Feedback from external partners, review of proposed</p>	<p>K. Rea</p>

Chapter 2 - External Stakeholder Engagement

Strategies	Activities	Duration/ Due Date	Performance Measures	Lead Contact
7. Evaluation	7a. Collection of data to evaluate external engagement activities from fiscal years 2001-2002 7b. Production of an evaluation report for fiscal years 2001-2002 7c. Identification of measures to evaluate external engagement activities for fiscal year 2003	7a. 11/01/02 7b. 01/02/03 7c. 01/01/03	7a-b. Data collected and report produced 7c. List of measures	G. Levy

D. Inventory

Beginning in 2001, EPA New England developed a desktop database of all regional EJ-related activities called the EJ Inventory. Storing information about EJ-related activity in this type of database serves primarily to establish a baseline to assist in institutionalizing EJ in the region, and also:

- To store information about regional EJ-related activities in one comprehensive, easily accessible location.
- To communicate details of EJ activity to regional staff.
- To assist cross-office coordination of EJ-related activities.
- To facilitate monitoring and reporting of regional EJ activity—especially best practices and lessons learned (e.g., the yearly EJ Action Plan, the EJ Biennial Report, the midyear and annual assessment required under the Regional Policy on Environmental Justice, *EJ News*, etc.).
- To help determine future resource allocations for investment and disinvestment to further the region’s commitment to EJ.

Each office has designees who are responsible for collecting and inputting information on environmental justice-related activities into the EJ Inventory. The initial database lacked definitive criteria to determine what was considered an “EJ” activity. In an effort to streamline future entries, the office designees were asked to include programs/projects/grants that were completed in or affect low-income communities, involve or affect minority populations, are in a geographical location that has been identified as a potential EJ area of concern or involve groups of people, including racial, ethnic or socioeconomic groups, that may suffer from disproportionate environmental or health impacts.

All EPA New England employees have read access to the database, so it is a useful tool for highlighting both best practices and lessons learned. EPA New England staff can access the EJ Inventory by:

1. From Lotus Notes, click the Database Folder icon.
2. Click the Environmental Justice Inventory icon.
3. You will then have read only access to review current regional environmental justice-related activities.

For additional assistance with the database, please contact Kathy Castagna at 617-918-1429.

INVENTORY GOAL: Maintain a desktop inventory of regional EJ-related activities that serves primarily to establish a baseline to assist in institutionalizing EJ in the region, and also to communicate details of EJ activity to regional staff, facilitate monitoring and reporting of regional EJ activity and help determine future resource allocations to further the region’s commitment to EJ.

Strategies	Activities	Duration/ Due Date	Performance Measures	Lead Contact
1. EJ Inventory for 2002 fiscal year	1a. Office designees finish inputting data 1b. Weekly quality assurance review of new database entries 1c. Finalize database	1a-c. 11/30/02	1a. Data inputted 1b. Database contains only activities that are clearly EJ-related 1c. EJ-related activities from all offices are captured	K. Castagna
2. EJ Inventory for 2003 fiscal year	2a. Office designees begin inputting data 2b. Office designees finish inputting data 2c. Weekly quality assurance review of new database entries 2d. Finalize database	2a.10/01/02 2b.09/30/03 2c-d. 10/30/03	2a. Data inputted 2b. Database contains only activities that are clearly EJ-related 2c-d. EJ-related activities from all offices are captured	K. Castagna

Chapter 2 - Inventory

Strategies	Activities	Duration/ Due Date	Performance Measures	Lead Contact
3. EJ Inventory for 2004 fiscal year	3a. Solicit office designees to collect information and perform data entry for their office on EJ activities 3b. Give new designees write access to the Inventory and provide them with data entry training	3a. 8/31/03 3b. 09/30/03	3a-b. Designees from each office assigned and trained	K. Castagna
5. Evaluation	5a. Collect data to evaluate inventory activities from fiscal years 2001-2002 5b. Produce evaluation report for fiscal years 2001-2002 5c. Identify measures to evaluate inventory activities from fiscal year 2003	5a. 12/01/02 5b. 02/02/03 5c. 01/01/03	5a-b. Data collected and report produced 5c. List of measures	K. Castagna

E. Mapping

The EJ Council Mapping Subcommittee's goal is to develop a computer-based environmental justice mapping tool covering all six New England states that can be accessed by regional EPA employees through their desktop PC. The mapping tool will provide useful data regarding potential environmental justice areas of concern such that EJ becomes better incorporated into the day-to-day work of regional staff.

Beginning in 2001, the Mapping Subcommittee of the EJ Council surveyed other EPA regions, the National Office of Environmental Justice and some state agencies to learn what mapping tools these organizations were using and how they were employed in routine work. While the Mapping Subcommittee researched its new mapping methodology in 2002, the group developed Interim Mapping Guidance that informed staff about the new mapping capabilities of the regional GIS center to create more detailed maps of potential EJ areas of concern at the census block group level (previously the region's EJ maps were produced at the town level).

The new methodology the Mapping Subcommittee developed also employs the block group level of detail, and uses the same definitions of minority (non-white and/or Hispanic) and low-income (under two times the federal poverty level—as the previous mapping criteria). However, rather than assigning an “EJ Score” based on the concentration of minority and low-income residents in a given area, the new methodology employs percentiles. A percentile is a value on a scale of 100 that indicates the percent of a distribution that is equal to or below it. The threshold for each variable—percent minority and low-income population—is set at the 85th percentile, namely, the level which marks the boundary between the bottom (lowest) 85 percent of all the block groups in the region and the top (highest) 15 percent of all the block groups in the region.

The Mapping Subcommittee chose the software to develop the new desktop mapping tool during 2002, and is presently fine-tuning the tool. The group is simultaneously developing a brief users' guide for staff that will be rolled-out with the tool. The Mapping Subcommittee will also develop a communication plan and training schedule to introduce staff to the tool.

MAPPING GOAL: To develop a computer-based Environmental Justice mapping tool covering all six New England states that is accessible to EPA New England personnel through their desktop PC. Provide useful data such that EJ becomes better incorporated into the day-to-day work of the region.

Strategies	Activities	Duration/ Due Date	Performance Measures	Lead Contact
1. Create mapping tool	1a. Write code and process 2000 data 1b. Test/troubleshoot with one pilot group 1c. Push out to desktops	1a. 11/01/02 1b. 12/01/02 1c. 12/31/02	1a-b. Tool created and tested 1c. Tool installed on desktops of all users	P. Hill/ J. Younger
2. Introduce tool	2a. Design communication strategy 2b. Develop training plan (coordinated with functional guidance training) 2c. Schedule training 2d. Implement roll-out 2e. Conduct training	2a.01/01/03 2b.01/01/03 2c.12/01/02 2d.01/01/03 2e.Ongoing	2a-e. All users receive training and relevant information	P. Hill/ J. Younger
3. Measure performance	3a. Evaluate tool 3b. Consider modifications based on feedback 3c. Implement modifications	3a.07/01/03 3b.09/01/03 3c.To be determined	3a-b. Collect feedback- possibly use survey 3c. Modifications made	P. Hill/ J. Younger

E. Evaluation

The EJ Council Evaluation Subcommittee's evaluative goals for the EPA New England EJ Program are to:

- (1) Evaluate the impact and effectiveness of implementation of the EJ Action Plan, in terms of changing organizational culture and institutionalizing the environmental justice principle throughout EPA New England.
- (2) To determine the extent to which the EJ Action Plan has made a difference in the way the region conducts its day-to-day activities.

To achieve these ambitious goals, the Evaluation Subcommittee is responsible for tracking and reporting the progress of the items outlined in the EJ Action Plan, and determining other measures of evaluating the larger concepts of organizational culture change and institutionalizing of EJ principles throughout the region. Presently, the subcommittee has drafted a list of both quantifiable and qualifiable measures to assess these goals, and is beginning to collect baseline data to evaluate the extent to which the region has achieved them. Examples of measures include resources allocated to EJ-related activities and accomplishments, number of staff trained in EJ, EJ training evaluations and pre/post tests, EJ mapping requests, number and nature of EJ Inventory activities, external feedback on *EJ News* and other outreach items, etc. Many of the evaluative measures have been gleaned from the individual subcommittee's evaluative components.

Since changing the organizational culture and institutionalizing EJ principles throughout the region are long-term goals, the region intends to evaluate the success of last year's EJ Action Plan for Fiscal Years 2001 and 2002 during the middle of 2003. Subsequent Action Plans are expected to be evaluated on a similar schedule, although modifications may be made as deemed necessary. An evaluative report will be produced towards the end of the 2003 fiscal year that will be communicated to all members of the EJ Council, the Regional Administrator, all EPA's regional EJ Coordinators, the national Office of Environmental Justice, state EJ contacts in New England, and members of the Interagency Working Group on Environmental Justice and the National Environmental Justice Advisory Council. A smaller, annual progress report tracking each subcommittee's progress on the Action Plan will be distributed internally to members of the EJ Council, the Regional Administrator and senior management. This progress report fulfills the annual reporting requirement outlined under the EPA New England Regional Environmental Justice Policy.

EVALUATION GOAL: Evaluate the impact and effectiveness of implementation of the EJ Action Plan, in terms of changing organizational culture and institutionalizing the environmental justice principle throughout EPA New England. Specifically, the evaluation will focus on the extent to which the EJ Action Plan has made a difference in the way the region conducts its day-to-day activities.

Strategies	Activities	Duration/ Due Date	Performance Measures	Lead Contact
1. Information gathering	1a. Establish baselines 1b. Collect data	1a. 11/30/02 1b. 05/30/03	1a. Baselines established for a variety of quantifiable and qualifiable measures 1b. Data collected (thematic subcommittee evaluations, surveys, test results, etc.)	K. Castagna
2. Reporting	2a. Write report 2b. Distribute report	2a. 06/30/03 2b. 07/15/03	2a. Report completed 2b. All stakeholders receive report	K. Castagna